

Result 10: Cultural and Recreational Opportunities Tollgate #1

1. Key indicators that will provide the best evidence to the citizen that this result is being achieved.

Indicators	Same, Modified, New?
Per capita participation in cultural and recreational activities.	Same as 2002, but new data source from State Population Survey
Equity of participation in cultural and recreational activities (geographic, demographic, socioeconomic).	New. Data from the State Population Survey.
Percentage of users satisfied with their experience of cultural and recreational opportunities.	Same as 2002. No statewide, cross-agency data exist, however, some agencies have satisfaction data for their facilities.
Percentage of cultural and recreational resources maintained to standard.	Same as 2002. No identified data source.
Dollar value of volunteers' time and private dollars donated to cultural and recreational activities.	New. Most cultural and recreational agencies collect these data, which can be aggregated.

Key cultural and recreational result indicators identified by the 2002 results team were new indicators with no existing data sources. Since that time, OFM Forecasting has developed a series of cultural and recreational participation questions for the Washington State Population Survey currently under way. Data will be available in July 2004. Demographic data collected in the course of the survey will show participation rates by population sub-groups, thereby allowing agencies to identify potential gaps in access.

The indicator for volunteer time and donations was added to illustrate an important aspect of public participation and satisfaction: commitments of money and time to facilities and organizations. Public-sector arts, cultural, and recreational programs increasingly rely on such contributions to augment budgeted funds.

These indicators are still in draft form and will be refined.

2. The Cause and Effect Map for the Result Area – Attached

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3. An initial assessment of the success or failure of current strategies

A. Does the current budget include funding for all of the significant strategies identified by the teams last time? Which strategies were not funded in the budget?

The 2003-05 base and supplemental operating budgets largely fund the status quo – the existing system of cultural and recreational program delivery. Exceptions include the Washington State Historical Society and the Arts Commission, which experienced agency-level General Fund-State reductions of 11 percent and 19 percent, respectively. State Parks, Fish and Wildlife, and the Department of Natural Resources (DNR) experienced temporary or on-going fund shifts from General Fund-State to dedicated accounts, from operating to capital funds, or actual reductions in funding for recreation sites. Proposals to close recreation sites operated by the DNR and State Parks generated vocal resistance from users, and were not adopted.

The enacted budget did not provide POG-recommended funding increases for innovations such as cross-agency market research, comprehensive strategic planning, measuring satisfaction, and coordinated marketing. This was due, in part, to a 2002 POG funding allocation that was significantly greater than what was likely to be available. Nevertheless, some agencies took steps within their existing budgets to gather data and coordinate activities.

B. Looking at the performance and indicator information available to you at this time, how would you describe progress in achieving this result?

In view of the state's recent fiscal problems and intense pressure on agencies' General Fund-State budgets, one might expect deterioration in the availability and quality of cultural and recreational opportunities in Washington. However, most cultural and recreational programs have held their own and some even made forward progress in providing or expanding access. Examples include the following:

- State Parks opened new facilities and areas at Fort Worden and Cape Disappointment State Parks, and along the Klickitat and Willapa Hills Trails.
- Participation rates for hunting, fishing, and wildlife viewing have remained stable.
- Efforts to provide a quality experience at State Parks have been slowed by continuing, high maintenance backlogs, estimated in 2001 at \$190 million.

C. What are the most significant areas of success in this result area today?

- With a few exceptions (notably archaeological preservation), cultural and recreational agencies have historically operated independently of one another.

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However, the Lewis and Clark Bicentennial celebration has provided a natural reason for these diverse organizations to work together on market research, strategic planning, coordinated funding requests, project development, and coordinated marketing of Bicentennial sites and events.

- State Parks' recently adopted parking fee has provided a multi-million dollar revenue stream devoted to park operations, and to reducing the backlog of facility-maintenance projects.

D. Where do you see the most significant performance gaps? Do these gaps represent the failure of a strategy, the failure to fund a given strategy, or something else?

- Lack of comprehensive data on user satisfaction, and the number and condition of cultural and recreational resources. (Cause: Item not funded)
- Despite modest progress in State Parks, maintenance of cultural and recreational resources continues to be inadequate. (Causes: Inadequate funding, lack of interagency cooperation, retention of lower-priority resources)
- Inequities in participation among demographic groups. (Causes: Not targeting low-participating populations for resource development and marketing)
- Lack of a coordinated state strategy for recreation and access. (Causes: Lack of interagency cooperation)
- Reduced charitable giving to arts and culture-related non-profits has resulted in temporary or permanent closure of some operations, most notably the Bellevue Art Museum, thereby reducing opportunities provided by the private sector. (Causes: Poor economy, unsustainable strategy)

E. Where are the most significant opportunities to improve results?

- Partnerships and interagency cooperation, along the lines of the Lewis and Clark Bicentennial efforts, to focus the resources and talents of many agencies on a strategic topic, theme, or result.
- Developing a coordinated strategy, then targeting investments (both new and ongoing) to make the biggest improvements in access and satisfaction.
- Assisting local agencies to develop and operate recreational resources. Research shows that roughly half of recreation occurs locally, while the local share of public lands managed for recreation, environmental protection, and habitat is a mere two percent.
- Rethinking the current mix of agency assets and responsibilities and identifying opportunities to enhance efficiency or effectiveness.